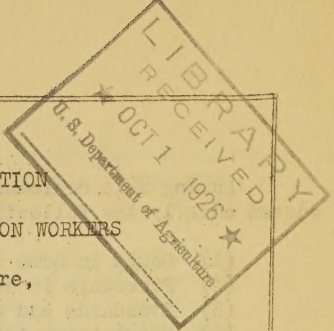


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PROCEEDINGS  
HOME DEMONSTRATION LEADERS' SECTION  
of the  
CONFERENCE OF CENTRAL STATES EXTENSION WORKERS

Iowa State College of Agriculture,  
Ames, Iowa  
April 26 to 28, 1926

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UNITED STATES DEPARTMENT OF AGRICULTURE

Extension Service.....C. W. Warburton, Director  
Office of Cooperative Extension Work. C.B. Smith, Chief

Washington, D. C.

### General Statement

During this conference the State home demonstration leaders discussed chiefly the following subjects:

- (1) Goals in home demonstration work.
- (2) Procedure in establishing home demonstration agents.
- (3) Standards and maintenance of personnel.
- (4) Maintaining interest in a county-wide project.

The ideas brought out and the conclusions reached are embodied in the abstracts of the papers presented and the committee reports included in these proceedings.

### Resolutions Adopted

- (1) The State leaders respectfully request that the papers presented at this conference be mimeographed for distribution in the Central States and request the Washington office to assume responsibility in this regard.
- (2) The State leaders feel that much help has been gained through this conference and that the entire extension movement will be strengthened as a result.

We wish to express our appreciation to the administrative officers who made the conference possible and request that similar conferences be held at intervals of every two or three years during this formative period of home demonstration work.

- (3) Resolved that the Federal Office of Cooperative Extension Work be requested to publish monthly a national paper devoted to home demonstration activities.

It is the opinion of this conference that such a publication would be most helpful in bringing systematically to the attention of home demonstration workers developments in extension teaching, successful methods of meeting extension situations and new ideas, experiences, and accomplishments obtained now only through personal contacts, conferences, and correspondence. It is felt that this publication could add much to the enthusiasm and devotion of the home demonstration staff to their work and would aid in giving them a broad national viewpoint of its scope and possibilities.

- (4) The State leaders of home demonstration wish to express their appreciation of the interest which Director C. W. Warburton, Dr. C. B. Smith, G. E. Farrell, and the directors of extension in the several States have shown in the adequate development of the home program.



Such interest is most stimulating and encouraging to the entire home demonstration staff in the development of sound programs of work and methods of teaching.

- (5) The home-economics extension women in attendance at the conference wish to express their appreciation to Director Bliss and members of the Extension Service of Iowa State College for the carefully planned arrangements which have so adequately cared for their personal comfort and which have contributed so effectively to the success and pleasure of those attending the conference.

To Dean Richardson and to the staff of the resident home economics department we wish to express our gratitude for the privilege of holding our meetings in their beautiful and spacious new building and for the cordial spirit of hospitality shown in many ways, especially in the delightful tea and the opportunity to inspect their building.

#### Committee Recommendations

##### Establishment of Home Demonstration Agents

- (1) The determining factor in establishing home demonstrations agents in counties should be the expressed desire of farm women themselves. An effort to stifle this expression retards the development of the entire extension program.
- (2) The home demonstration leaders in this conference feel that the great desire and need of farm women in the Central States is an opportunity for self-expression and the development of leadership through organized groups for which they assume the responsibility. We believe that farm women will make progress faster and accomplish more if they are organized.
- (3) We believe that adequate development of the home program can be obtained only through the services of county home demonstration agents and that the use of specialists only is a temporary measure.

Subject matter relating to household practices is not sufficient to accomplish this end but should be supplemented with other work in developing a broader human outlook. The recreative and play life, neighborly spirit, altruism, and increased appreciation of rural life and the vision of big things undertaken in a community, county, and State way are the larger needs of farm women, and these are best promoted by an agent living within the county rather than through the itinerant visits of specialists.

- (4) We believe that a home program of work should be formulated upon studies or surveys of conditions in the county, these surveys to be made with the assistance of women in the county.
- (5) Since it is the task of farm women themselves to take the lead in obtaining additional home demonstration agents, we believe that stimulation of interest to this end can be brought about by sound programs of home-economics extension work.
- (6) The establishment of home demonstration agents can be further stimulated by substantial subsidies to the counties by the agricultural colleges. To promote the home program, we recommend that for the time being State and college appropriations for home demonstration agents equal or exceed those granted for men agents and should be not less than \$1,500.
- (7) We would commend to State demonstration leaders and extension directors the formulation of a plan whereby it is possible to add a few home demonstration agents annually, and that State legislatures be approached to provide the college with adequate funds (\$6,000 to \$15,000 annually) to the end that every county in which it is practicable shall have a home demonstration agent within six to 10 years.
- (8) In order to accomplish this enlarged program of work, directors in every State shall be encouraged to obtain through rural organizations and otherwise the legislation necessary for State and county appropriations for county home demonstration agents.
- (9) We request the directors of extension to make a study of the reasons underlying the slow increase of home demonstration agents in the Middle West in order that they may formulate further corrective measures.
- (10) It is the belief of your committee that the fear of county agricultural agents that a home demonstration agent in the county may jeopardize their work is without basis of fact and is tending to keep from the farm women that larger outlook and vision of farm life that comes from the continued presence in the county of an able, permanent home demonstration agent.

C. B. Smith, Washington, D. C.  
Minnie Price, Chic.  
Louise H. Campbell, Michigan.  
Kathryn G. Van Aken, Illinois.



### Personnel

#### Standards.

- (1) That the home demonstration agent be a graduate of a four-year home-economics course, with a bachelor's degree from a college of recognized standing. That she have had a course in journalism, rural sociology, public speaking, psychology, extension organization and methods, and education.
- (2) That she have had a minimum of two years' successful home-economics teaching, or other equivalent experience, sufficient rural experience to give her a background of understanding and appreciation of rural home life.
- (3) That she have maturity of judgment, sympathetic understanding of people, good health, sense of humor, faith, vision, courage, integrity, initiative, perseverance, and ability to plan.

#### Maintenance.

- (1) Health, contentment, and efficient work are dependent on a vacation sufficient in length to insure a complete rest. We recommend four weeks' vacation on full pay, and a minimum of 15 days' sick leave.
- (2) Recognizing that home demonstration agent work is a great strain on physical strength, every effort should be made to arrange schedules that are reasonable.
- (3) To promote efficiency of the agent and relieve her from unnecessary detail work, we recommend stenographic help.
- (4) Home-economics extension workers should be regarded as members of the faculty of the college of agriculture and as such should be granted academic rank, sabbatic leave, and retirement privileges.
- (5) In the development of many fields of activity and the many phases of home economics, the county extension worker needs frequent opportunity for replenishing and refreshing her information and should be granted leave for study. We suggest the plan of adding two weeks without loss of pay to the four weeks of annual leave for the purpose of summer study.
- (6) Salaries of extension workers should be sufficient to attract women of training, experience, and personal qualifications, demanded by such a position. There should be a regular schedule of salary increase, said increase to be based upon the efficiency of agents as recognized by the college.

- (7) A plan of organization should be developed, which would give stability to county home demonstration work.

Essie M. Heyle, Missouri.  
Myrtle Weldon, Kentucky.  
Lella R. Gaddis, Indiana.

Maintaining Interest in a County-wide Project

- (1) Careful establishment of project based on selection by the people of the county, guided by analysis of data obtained through surveys.
- (2) A well-defined method of conducting the project.
- (3) System of collecting accurate reports and conducting thorough demonstrations.
- (4) System of publicity giving names and accomplishments.
- (5) Careful and systematic check up on the weak points of the county work.
- (6) Constant recognition of the value of the improved practices and the ultimate goal.
- (7) Tours and exhibits -- county and State -- if warranted by the project.
- (8) Local achievement days as preparation for county-wide achievement day.

Neale S. Knowles, Iowa.  
Mary Ellen Brown, Nebraska.  
Nellie E. Jones, Wisconsin.



## Ultimate Goals in Home Demonstration Work

Minnie Price, Ohio

Home demonstration work is one phase of the agricultural extension movement. In attempting to outline or delineate the goals in this work it is impossible to think of them apart from the purposes of the entire movement.

In attempting to define our goals we might well bear in mind that the most thoughtful farm folks have never failed to give attention to the human side of agriculture; that the farm organizations which we know and recognize and deal with have at least embodied in their platforms recognition of the need of attention to the human side of agriculture.

The constitution of the American Farm Bureau Federation, states: "The object of this organization shall be to promote, protect, and represent the business, economic, social, and educational interest of the farmers of the Nation and to develop agriculture." The grange in its first declaration of purposes, states that it is "To develop a better and higher manhood and womanhood among ourselves, to enhance the comforts and attractions of our homes."

The Country Life Commission struck the same note and the whole agricultural extension movement which followed along after the appointment of this commission, gives recognition to this need of attention to the social problems of rural life. And more recently, the Furnell Act provides for research in those problems which govern standards of living, indicating that we are still far retarded in our undertaking and perhaps need to formulate more carefully our goals in order to avoid wasted time, effort, and money.

A list of questions was sent to 14 of our home demonstration agents, asking that they be placed in the hands of women who had been actively cooperating in the county. Twenty replies have been received, and an analysis of them very definitely points to emphases upon attitudes and the enrichment of life if the future of the extension movement and especially if home demonstration work as a part of it is to meet the situation as viewed by these coöperators who, after all, are and will continue to be important factors.

### Analysis of replies from farm women.

Question 1. What do you consider the great or the greatest contribution that home demonstration work has made to rural life? The answers received to this question show that the women have placed value almost entirely upon the change in attitudes or upon a clearer understanding of values in life. Two of the 20 (and these two are from two counties which have had home demonstration agents for a short period of time) mentioned the value of specific subject-matter help.

The answers place value upon opportunity for development, for enlarged vision, for the breaking down of prejudice, increased respect for the job of home making, and a greater feeling of community responsibility.

Attention to the economic problems is fundamental and these women would be the first to grant it. The desirable type of home and community life is impossible without a financial basis. The desire for gain is not the primary motive. The best farmer in any community is not working merely for dollars and cents, but for that income which will allow him to provide for his family a satisfying kind of life.

But these things do not take care of themselves. A county economically poor can not support a good wholesome type of life; a rich county often fails to do so. As evidence of this, we find well-to-do farmers moving into town to get the type of wholesome life which they think will be available in the city.

An American standard of living has been defined by Sanderson as a "condition of living with respect to food, housing, clothes, leisure, education, insurance, health, amusement, religion which an American need not be ashamed of; a condition of living surrounding the American workman which results in better work, at the same time that the workman is given a chance to improve his opportunities." A standard which makes for content in life and joy in work. These are the things which these women have valued in answering the questions, and they are the things which we must consider in formulating our goals.

These things must be provided, either through the expenditure of effort or money, or both. They are in many cases community problems. The standard of living set in the community influences most of them. The home can not rise above conditions of the community.

Question 2. What additional developments do you feel that home demonstration work could or should strive to attain? The answers to this question repeat in other words the request for opportunity for individual recognition and development, community responsibility, and improved standards of living.

Home demonstration work, then, if we are to be guided at all by the thought of those who established the movement of which it is a part, as well as by the thought of those who are participating in it, has the opportunity and the responsibility of dealing with both tangible and intangible things in home and community life affecting standards of living and should be so directed that immediate aims do not overshadow the problem beyond - that of a satisfying home and community life.

Sometimes we become so deeply lost in the woods that we can not see the trees. This is true of extension as well as other phases of educational endeavor, because much of it has lacked direction and has not yet been clearly defined. In order to maintain a firm educative basis for home-economics extension we need to scrutinize the present work in the light of the broadest knowledge science and art can give us, to hold clearly



before us the need and desirability of maintaining a fine type of life on the farm, and to make changes in emphasis and to check results as fast as adequate facilities of measurement are devised.

Probably the two greatest needs in the field of home demonstration work today are: First, an agreement among those who are leaders in this field concerning ultimate and immediate aims as a guide in choice of activity and decision in methods of work; and second, adequate means of testing progress in achievement of these aims.

A clear understanding of the relationship between the two is the important thing. The formulation of an aim is a serious matter. A narrow aim limits possible progress.

Home demonstration work is concerned with the economics and with the sociology of rural life. It is interested in the economic phases because they affect the means by which the farmer and his family can become, as Dean Vivian says, "prosperous, happy, contented, and intelligent." It is interested in the social phases because without emphases upon the personal development, without provision for enlarged vision and changing standard of living, improved economics may fail to bring the results desired. A statement of aim must give consideration to both economic and social needs.

The ultimate goal of home demonstration work might be stated as the enrichment of the economic, social, and cultural environment. The place of the specialist and of the home demonstration agent in the accomplishment of this task is an important one.

The achievement of this end means that attention must be given to problems of health, recreation, drudgery, child care and training, with more attention to the aesthetic as well as the established phases of home demonstration work. It means primarily if we study more closely the replies from the farm women, as well as the recommendations of students of problems in rural life, a recognition of the fact that the extension movement should very definitely contribute to this development of the individual and of the community.

It means utilizing regularly organized project work and new projects to create new wants. "Desires must always be ahead of achievement in order to spur ambition. Only by discontent with what we have does the race advance, and it is in the power of society to make us discontented with a low achievement." (Abel.)

It means that out of all this endeavor should eventually come a rural woman with a philosophy of life and a knowledge of facts and of methods which will enable her to fill her place efficiently and with joy and pride in achievement.

In short, home demonstration work should:

Create new wants.

Give to the rural women of America a clear estimate of values in life.

Cooperate with other agencies in giving attention to the economic problems of the rural home.

Give knowledge of facts and of methods regarding home and community problems.

Stimulate women to study their own problems and to adopt improved practices.

Obtain such group action as is necessary to overcome custom and prejudice.

Develop leadership and high ideals of service.

Enlarge the vision of every woman and help her to see herself and her home as a unit in the social scheme of the community and of the Nation.

Make possible sufficient leisure for recreation, intellectual development, and outside-the-home interests.

Give pride of occupation and consciousness of worth.

Make adequate provision for the training of the younger generation along these lines.

Dr. C. B. Smith has stated a goal which should apply in all extension work and which applies with double force to home demonstration work, dealing as it does primarily with the home and with the most fundamental and sacred things of life.

"The great goal we are striving for in extension work is to plant the germ of improvement in men's minds; to goad on desire for achievement in every soul; to fan into a flame that spark of altruism that every farm man and woman possesses but which, without encouragement, too often smoulders and dies; to promote economic success; but beyond that - way beyond that - to promote a social, educational, and spiritual home and community life that meets life's needs. It is not enough to grow more crops and make more money. Extension work is seeking to promote a contented rural people, a people who find satisfaction in their work, in each other, in the glory of the soil, the growing crops, the harvests, the bounteous table, the neighborly visit."

#### Reaching Goals Through the State Home Demonstration Specialist

T.A. Coleman, Indiana

Home demonstration work has for its goal the farm home and rural life. The purpose of this work is to aid in solving the problems of the farm home and in the development of a satisfying rural life.

The rural home is recognized as a most important institution. From this home have come and will come not only a large majority of the farmers, but a large number of the people of the cities. It is most important, therefore, that the training, education, and ideals of these people, make for the highest type of American citizenship. The whole country is interested in the farm home.

The successful farm home is based on several fundamental factors. The members of the farm family must be healthy, comfortable, industrious,



and happy. To obtain these conditions, attention must be given to the house, food, clothing, employment, recreation, education, religious training, and cooperation in community enterprises.

Farm homes in the Central States compare favorably with those of other States. Many of them have all the conveniences of the most up-to-date city homes. The necessary distances, however, between the homes in the country have made it more difficult to provide economically modern conveniences in the rural sections. Physical improvement, therefore remains one of the important problems of the farm home.

To meet the urgent needs of the farm women and to give the necessary assistance, agricultural colleges and the United States Department of Agriculture have included home demonstration work in their extension program. Funds have been provided and a large efficient force of home demonstration workers has been maintained. The results have justified the costs. The farm home has progressed on a fair basis with farm-development plans.

The home demonstration workers from the agricultural college are recognized as State specialists. These people usually specialize in one or more of the larger phases of home economics; namely, foods, clothing, home management, and the like. They are also recognized as specialists because of their training and equipment for the work. The State specialists are required to have scientific training. They must be teachers and possess the qualifications of leaders. The State specialist is the direct representative of the United States Department of Agriculture and the State agricultural college and presents and demonstrates the work of these institutions.

The task of the State specialist is not an easy one. Prejudice on the part of the rural people and a lack of organized systematic information have presented many difficulties. It is most gratifying, however, to note the great strides which have been made, the worth-while results which have been obtained, and the marked improvement which is evident in all the States.

The successful State specialist has not only carried helpful information but she has been a source of inspiration. Her work has been multiplied many times through the women enlisted in the various campaigns. She has proved herself a real leader and has brought together a large force of voluntary, enthusiastic workers.

The State specialist must necessarily analyze the large, important needs of the farm home. This will be accomplished through surveys and other studies. She must then prepare a program which will not only offer assistance but which will meet the approval of the people she attempts to serve. She will also actively cooperate and share the responsibility with the home-economics workers of the colleges in the preparation of literature, the assembling of facts, and the organizing of material for presentation to the people of the State.

The State specialist must be an organizer. It has been found im-

practical and unprofitable for the State specialist to attempt to work in any large way with the individual farm woman. The large number of homes to be reached in an effective way in a short time demands that some organized plan of instruction be used. Where county home demonstration agents are available, the specialist can work through them and in this way accomplish her purpose. Where county home demonstration agents are not available other plans must be developed.

In Indiana, the State specialist is organizing the work on a county basis through local leaders. With the help of the county agent, home-economics classes, and women's clubs, local leaders are selected from the several townships. The State specialist then arranges to spend one or more days each month with this group of local leaders, giving instruction, planning the demonstrations, and giving assistance for the further presentation of the work. The local leaders in turn meet with the groups in their localities and give the instruction received from the State specialist. During the past year the State specialists gave instruction in 72 counties to 2,641 local leaders who held 1,923 meetings in their local communities, with an attendance of 23,078 women.

The work is largely demonstrational and carries helpful lessons to all who participate. The appreciation shown by the women of the communities is gratifying to the workers in charge. The following letter is a sample of hundreds received by the university:

"I do not believe that we can ever estimate in dollars and cents the value of these projects that Purdue puts on for the benefit of the home-economics classes over the State. The knowledge that we have gained for the betterment of farm life (and city life also) has established the home-economics classes so firmly in the communities that they stand superior to other clubs and in many instances are considered the most worth while of all other clubs. The good influence that radiates from the home-economics classes in each community is of such an intrinsic value that it is impossible to put a mere currency value on it. It can not be done."

At the close of the course, achievement-day meetings are held in each county. These are attended by the women of the county, local leaders, and the State specialist. The results of the work accomplished during the year are exhibited on this occasion, and a number of the women give demonstrations and in other ways present their work.

The State specialist gives instruction to farmers' institute workers. During the past year these farm women engaged by the State attended more than 500 meetings in which they presented the cause of the rural home and its problems to more than 100,000 people. It is most important that the instruction given conform to the general plan for the State and assist in promoting the large State projects.

The State specialist makes contact with the federation of women's clubs and other active organizations and assists in formulating programs for the local units. Home-economics subjects are included in the programs of these clubs, helpful literature is furnished, and in a number of cases special speakers are provided.



The State specialist is also called upon to advise, instruct, and work with the home-economics teachers in the public schools. An important and valuable work has been accomplished through the vocational home-economics classes. The public school has offered opportunity for instruction and demonstrations for children and their parents. Many thousands of homes have been reached through this medium.

Boys' and girls' club work has also called for assistance from the State specialist. Through this worker subject matter has been prepared and presented in bulletins and outlines. The various projects have been reviewed and special assistance has been given at the larger meetings and in judging the various contests. The club camp has been available for systematic instruction and valuable contacts have been made with many hundreds of girls and their mothers.

### Reaching Goals Through the Home Demonstration Agent

H. W. Mumford, Illinois

One is a bit handicapped in starting out to reach a goal by any method without being quite sure where the goal is and what it is and although this is not a part of my subject, I fear I shall be obliged to point out the goal occasionally lest my hearers, like injured football players emerging from a scrimmage, blinded and confused, do not know which way to turn or whether their goal is at one end of the field or the other until some guiding hand or mind gives them the cue.

Perhaps I have been led afieled by the use of the word "goal" and if its use in connection with home-economics extension is intended to make the work seem more like play, perhaps it is well that it should be used. My conception of home-economics extension work, however, is that it is full of human interest and opportunities for service; it is by no means play - rather the contrary - it is serious work.

My I then approach this discussion from the standpoint of the importance of the home adviser or home demonstration agent in connection with home-economics extension? There is danger that in this discussion we may seem to take sides and attempt to prove according to our personal point of view that the home demonstration agent on the one hand or the home-economics specialist on the other is the more important factor in getting the work accomplished. I do not approach the subject from that point of view, nor do I care to waste words in arguing that question. The fact is that they are both important and they are supplementary in the best sense.

I believe it is a principle of good administration that each particular individual or group of individuals who in any way contribute to a particular piece of work be made to feel that their part of the work is essential and unless their work is well done the final result will fall short of being what it should be. I do not mean by this that there should be any deception practiced in order to make some one believe that her part of the work is more important than it is. On the other hand, it is certainly true that if an

individual in an organization has no worth-while function to perform then it would be better all around to eliminate the individual. The fact that the individual and the position are retained in an organization should mean that the position was created and the person maintained for a very specific and important purpose. This, it seems to me, is the case with the county home adviser, or home demonstration agent.

Some of us are old enough to have lived longer without county agents and home demonstration agents than we have with them, and the real genius of the Smith-Lever Act might be said to be, without much stretch of the imagination, making possible the county agent and the home demonstration agent. Putting it in another way, is it not true, particularly in the field of agriculture, that much extension work was conducted in the various States before the Smith-Lever Act was passed? But the extension of the county agent and home demonstration idea had its growth and expansion in its present form under the Smith-Lever Act. It is obvious, therefore, that there must have been in the minds of the supporters of the Smith-Lever Act a feeling that there was a very definite function to be performed by these county extension representatives. In Illinois from the start these county representatives have played an important part.

It has been felt that it is inadvisable either with home demonstration agents or county agents to place these representatives in the counties unless they have a considerable degree of maturity and have had adequate contact with farm life and a proper educational background. In my opinion, nothing so jeopardizes the future of the whole agricultural extension work as the inexperienced and immature county representative. It is recognized that judgment and wisdom are not wholly a matter of maturity and experience, for some people never acquire them; nevertheless, all will agree that experience and maturity contribute mightily to these ends. Not only has the immature and inexperienced county representative done much to discredit extension work in general but his bad influence has not stopped there. He has reflected upon the agricultural colleges and experiment stations unfavorably, where this was unnecessary and uncalled for. In spite of any explanations which we may make to the farming and business public, they are judging the value of our college training and the results of our experiment stations by what the county agent, the man or woman, does or says.

It seems, therefore, that the life and continuance of the work itself is jeopardized whenever and wherever an immature, inexperienced, or unworthy agent represents the extension service, the college, and the experiment station. This is even more true in some respects than where the extension service or college sends a representative out to assist the county agent. The difficulty there comes not so much from the reaction of the people themselves as from the county representative. The county representative meets the people so frequently and intimately that they quickly come to know his or her shortcomings.

There is still another advantage in using the more mature county agents. The larger part of the extension work can be done by the county agent, if not so well, certainly satisfactorily, by the representative in the county, thereby relieving the resident extension staff from a great burden of more or less elementary activity. Again, with a high-grade



county representative there must be maintained a high-grade extension specialist. If the extension specialist has nothing to bring to the county representative except the things that the county representative already knows, it is a waste of time and money. We are no longer justified in maintaining a county agent or home demonstration agent in a county if the primary function of that person is to act as a corresponding secretary for the farming community. These agents should be information centers as well as agencies for obtaining information for the community and not simply secretaries.

The county agent should be relied upon for sensing the extension needs of the community and lead in the evolution of programs of work in a county. These county representatives are obliged to work with committees, boards, and officials of various kinds, and in their capacity they will be leaders or followers according to their ability and maturity of judgment. If they lack maturity and ability it simply means that the right sort of programs will not be developed in the counties. The immature and inexperienced person as a county representative is too easily stampeded and too easily influenced to make wise decisions and he frequently finds himself unable to meet unjust and unfair criticism.

I have emphasized the desirability of obtaining home demonstration agents with experience and mature judgment. May I, before leaving the subject, point out that I have in mind maturity of judgment rather than maturity measured by years. Maturity in years accompanied by an inability to adapt one's self to some of the situations which arise in a county may be found to be a distinct handicap, rather than a help. In all such matters the individuality of the person involved rather than the age is the all-important matter for consideration.

The home adviser often becomes the most helpful agency in the county for correlating the various professional, social, and educational interests dealing directly or indirectly with the home. It is the home adviser and not the extension specialist who must interpret subject matter to the individual, and adaptation to the individual or groups of individuals can not be effectively accomplished without a more intimate association with the people than the extension specialist is privileged to enjoy.

Our requirements for county home demonstration agents or home advisers in Illinois are as follows:

- (1) Graduation from an approved four-year course in home economics.
- (2) Three to five years experience in some line of home-economics work.
- (3) First-hand rural life experience.

We look upon all these as important considerations.

Although we have some difficulty in finding sufficient qualified

candidates to take up the work because of these high standards, we strongly believe that if we were to change our plans we should prefer to raise rather than lower our standards of qualifications.

In Illinois the most effective way to insure the presence and proper functioning of the home demonstration agent in the county is to have a well-organized home bureau with a membership fee sufficient to properly finance the work. If there is not sufficient interest among the women to organize and to support such a bureau, it is doubtful whether the home adviser can accomplish as much as might reasonably be expected of her.

It is to be hoped that nothing that has been said gives the impression that the need of leadership in the way of direction or of well-qualified extension specialists has been overlooked. We all recognize this need. On the other hand, not all of the real leadership is handed down from above. Leadership, or what often goes by that name, is not always conscious, nor if conscious, is it always willing to admit to what extent leadership itself has been led by those whose business it is to follow rather than to lead.

#### Procedure in Establishing Home Demonstration Agents

Kathryn G. Van Aken, Illinois

In order to discuss the procedure in establishing home demonstration agents in Illinois, it is necessary to tell how county home bureaus are organized. Home advisers are never put into a county until a home bureau is fully organized with a county membership pledged for three years which is sufficiently large to furnish adequate financial support for the work. Not only is the county organization completed, but usually the community units are well organized before the adviser goes into the county.

The impetus necessary to start a home bureau rests with the women of the county. They must be interested. They must have the initiative to work for the organization that is necessary to support a home adviser and they must accept the responsibility for it. The success of home advisory work seems to depend upon individual women standing back of the organization and the home adviser. If they are interested enough to work for it in the beginning the indication is that they will stand back of it later. We try to make the women realize from the start that the main function of the home adviser is subject matter, and that the details and responsibilities of organization belong to them.

The State leaders do not go into counties urging the women to take up home advisory work. If asked to do so they go to a county to give them facts, but the request for assistance in organizing must come from the women themselves. This creates a feeling of responsibility on their part toward the home bureau and home adviser when work is actually started.

Probably a fair question that might arise here is why has there not been a greater demand for home advisory work and why has it not kept pace



with farm advisory work? The answer is that women, because they have had less experience in community affairs are hesitant to assume responsibility for a public activity. Once convinced of the need they stand steadfastly and persistently behind it through any difficulty. One of the greatest inspirations a State worker has is to see the lengths to which women will go to keep an organization alive they themselves have started. The time and effort they give to retain such an organization in a period of hard times and discouragement is certainly a lasting tribute to their faith in extension work.

Another reason is that women react slower to economic changes than do men. In a period of hard times, such as we have had in rural communities, men turn to something new if it offers any possibilities for extricating them from their difficult situation. A woman in alike period will curtail her expenditures and is less apt to spend even as small an amount as 10 cents. In general, she sees the immediate expenditure and not the result.

These and other causes, probably traceable to the economic dependence of women, seem to be the reasons their organizations have not proceeded as rapidly as men's, but we believe that once convinced they will go to greater lengths than will men to keep their organizations in existence.

The actual procedure for establishing home bureaus is relatively simple and similar to the method used by any membership organization.

A group of women in a county become interested in starting home advisory work and they make inquiries. They go to the farm adviser for information or they write directly to the university. A State leader then goes to the county to meet the group informally. If the women seem really interested and if there seems to be some indication of leadership, they are urged to call a county-wide meeting to discuss the proposition and vote on it. The farm adviser usually assists the women in working up publicity for such a meeting and an effort is made to obtain a representative attendance from at least two thirds of the townships in the county. A State leader is present at this meeting to explain the possibilities of extension work and the obligation that the women incur if they obtain a home adviser. The matter is discussed thoroughly by the women present, and if the vote is favorable temporary officers are elected to plan and manage a county membership campaign.

Before an active membership drive is started, a series of publicity or informational meetings are held in as many townships as possible. These meetings, of course, start the women thinking more actively about the organization so that they are more receptive to the idea when a membership worker calls.

During a membership campaign in a new county the State leaders assist the county membership committee in making plans for the campaign and in speaking at community meetings. They do not solicit memberships. The women themselves are responsible for that part of it.

At the first county meeting before the vote is taken, the matter of the county budget is explained. Experience in other counties has shown that

the minimum budget necessary to support home advisory work is \$3,500 to \$4,000 depending upon the size of the county. The State, through Smith-Lever funds, contributes \$1,500 which leaves at least \$2,000 to be raised by the county. County boards of supervisors in Illinois are not very dependable about appropriations from year to year and in order that the organization may be stable enough to live, it is recommended that this sum be raised by membership fees and that the county organization not be dependent for its existence upon the political whims of the county board. The women decide on the membership fee they will need to ask to raise this amount and they usually decide that 400 members at \$5 each is simpler than more members at a lower fee. These memberships are pledged for three years in order to insure stability to the work and to assure the university that it is worth while to put in Smith-Lever funds, which are only applicable on the adviser's salary.

As soon as the requisite number of members has been pledged, the organization completed, constitution adopted, the executive board is ready to interview candidates for home advisory work. For the first few months, the extension service gives considerable assistance to the new adviser and organization so that problems due to lack of experience may be avoided.

Thus in Illinois, the procedure in establishing a county home adviser is almost entirely that of setting up and maintaining a county organization that will assume responsibility for the direction of its affairs.

#### Procedure in Establishing Home Demonstration Agents in Kansas

Ellen M. Batchelor, Kansas

Our job as home-economics extension workers is to reach the more isolated rural home maker and to help her in solving her more vital problems. The women living in or near the small towns can be reached without much difficulty through the medium of the home-economics specialist; but it is the distinctly rural home maker, or the genuine farm home maker who needs the work most and for whose benefit extension funds are appropriated. Our most effective instrument in reaching these women has been the home demonstration agent. For this reason we have made, during the last four years, a conservative and indirect but persistent effort to increase their number in Kansas.

Six emergency home demonstration agents were appointed in September, 1917. Eighteen were employed within a year. This number was reduced by one half when the emergency funds were withdrawn. Since then we have regained all lost ground and, had our State funds permitted, we would have had 23 agents on the job to-day, since four counties met all requirements, and one additional county is now endeavoring to establish its agent with county funds only.

Our success can be attributed to various factors, but the most important of these is this: The rural women themselves are directly responsible for the establishment and maintenance of these agents. They have requested them, they have worked to get them, they have helped to select them, and know what can be expected from them. They know exactly



what they want and how to get what they want.

In reality five steps are taken previous to establishing an agent in Kansas: First, a detailed survey of the county; second the enrollment of interested women; third, the definite organization of community groups; fourth, the outlining of a definite program of work; and last of all, solving of the financial problem. I do not believe that any of these steps can be eliminated without seriously handicapping the work - others are sometimes added.

The survey gives a comprehensive, working knowledge of conditions in each community and locates for us the leading men and women in each locality. It takes into consideration such subjects as: Vocational home economics and agricultural teachers; county health officers; county Red Cross or Public Health nurses; the population; the number of farmers; the land valuation in comparison with the total assessed valuation; the county commissioners, township trustees, Senators and Representatives and the attitude of each toward extension work; geographical conditions and transportation, the racial characteristics of people; the existence and attitudes of other farm organizations; religions, the possibilities of junior extension work; the financial standing of the majority in the community; the type of agriculture carried on; the homes; extension work carried on in the past; the principal interest in each community, and last and most important, the power behind the throne in each organization and community in the county. The number of people who actually "make the wheels go round" in any county is surprisingly small.

The key women from this small group function as our organization committee and this committee is responsible for obtaining and maintaining the home demonstration agent. You will be interested in the fact that we do not "sell" the committee a home demonstration agent - we confidently expect that they will want one - but we do not take the initiative. Unless the women themselves demand an agent in no uncertain terms, we do not emphasize the subject, although we must admit that we do create an atmosphere conducive to the growth of such an idea. We do "sell" this committee a program of work based on the specialist help from the college and the needs of the county as ascertained through the survey.

At the first meeting of the organization committee, the discussion includes the different types and methods in extension work and the program of work which might be carried out. Each member of the committee selects her captains in each locality of the district of the county for which she is responsible. These captains enroll from 2 to 400 distinctly rural women. The first 100 approached by the different captains usually includes the names of the women taken from the survey. By this means we obtain what amounts to the "upper one-fourth" of the rural population committed not only to an extension program but supporting it financially by their own personal contributions.

When the necessary enrollment has been obtained, community groups are definitely organized. Practically every woman is given some job which

will contribute to the welfare of the whole group. The officers know their duties and realize just what responsibility rests on their shoulders. We think that at least 10 communities must be organized in as many different sections of the county.

Then comes the most important job of the year - the outlining of the community programs of work. We believe that there is no one in the community who can not make some contribution to this program. You will remember that we "sell" our leaders this program - rather than a home demonstration agent. We do not think it wise to let the success of the work depend on the popularity or the ability of any one individual.

Our success in establishing home demonstration agents in Kansas is due to various factors. First, the local women take the responsibility, and second, the program of work is fundamentally sound, since it is based on the needs of the community, not on personalities.

This program of work, if correctly managed, will arouse the women to the point of action in demanding and obtaining a home demonstration agent. They realize the part various agencies play in accomplishing this program; they already know the necessity for it - they have "sold" it to others. They have been given our standards of home economics and in order to establish these standards in rural communities a home demonstration agent seems absolutely necessary.

The most aggressive member of the organization committee is appointed as chairman of a subcommittee on legislation. This group is responsible for maintaining the proper relations with the county commissioners. The attitude of any legislators in the county is also ascertained, directly or indirectly by this same group. Another group is responsible for learning the financial condition of the farm bureau. Do they have the necessary funds to operate an effective organization? What increase would be necessary to establish a home demonstration agent? When should the executive board be approached on the subject?

This, in brief, explains what we have accomplished and how we have done it. As to who did it, the answer is easy - the distinctly rural women of the State. In the last six years we have had six State leaders. Each one has made a different contribution to the progress of extension work. Francis L. Brown deserves credit for arousing the interest of the rural population of the State in home economics; Nina Crigler gave us our standards and created a genuine respect for home-economics extension work among the thinking people of the State; Amy Kelly has drawn countless diverging and conflicting interests into common accord. But it has been the rural women themselves who have demanded, obtained, and maintained our home demonstration agents in Kansas.

We are proud of the record. In the last five years we have more than doubled the number of agents and it would have been trebled had it not been for the lack of State funds. Within the next 18 months if the legislature is kind to us, we expect to quadruple the number we had in 1921. Why



are we so sure? Because our plan for establishing them includes the enrollment of the leaders among the women all over the county. These same leaders help us work out a program of work which is based on the needs of the community. Their sincerity is evidenced by the fact that they contribute not only their time and energy but also their financial support. We are certain we can expect to reach our goal of 20 agents next year because the rural women in 17 counties have requested and are expecting an agent by that time. If only 12 of the 17 are successful we will have reached our goal for next year.

I understand that the most fertile soil in New England is along the fence rows - it has never been cultivated. The distinctly rural woman has the ability and an almost insatiable desire to better conditions in her home and her community. It is our job to give her the opportunity to develop this native ability.

### Maintaining County-wide Interest in Home Demonstration Work

Heale S. Knowles, Iowa

The first step toward maintaining interest is the establishment of a genuine appreciation of the value of the work from an impersonal as well as a personal view point. Interest that is based upon personal gain only is neither constructive nor permanent. That broad vision of impersonal purpose is well expressed by the farm women who write and conduct the county projects. They state the following purpose:

To develop sociability. (They agree with the rhyme -  
If I knew you and you knew me  
'Tis seldom we should disagree  
How little to complain there'd be  
If I knew you and you knew me.

To improve farm life.  
To develop a better and bigger organization for agriculture.  
To develop leadership and cooperation.  
To stimulate interest in better homes.

In addition to the impersonal interest there is the considerable personal interest which was so well expressed by Mrs. Kate Given of Montgomery County. Mrs. Given said concerning the home-furnishing project: "It has created respect for my 60-year-old house and has transformed sticks of furniture into things of beauty." One mother said: "Nothing ever pleased me so much as to be able to say, 'I can help you,' when my high-school daughter quite hopelessly asked where she could get some help for her essay on pictures." Mothers realize that it is the best thing in the world for mothers and daughters to work and study together.

One phase of interest which is becoming more and more evident is the desire for study and research as such and not simply along lines related to agriculture and its interests. This is illustrated by the reading courses

that are being taken up after the second-year course in home furnishing. These courses include pictures, pottery, period furniture, and the like.

The vision of the job as an agricultural program, which must include activities for men and women, boys and girls, is vitally important in obtaining and maintaining county-wide interest. This vision must exist actively in the minds of all extension workers and all related organizations as well as in the minds of the local people taking part in the work.

With this background established, the next step is to set up and maintain a definite organization in each county, township, and school district. In Iowa, the State committee of farm women was instrumental in helping to standardize the plan of organization and to interest each county in helping to perfect a State plan. This proves to be one of the most important factors in creating county-wide interest. The women feel that it is their organization plan and know that they had a part in making it. This plan places definite and direct responsibility upon county project leaders, township project leaders, school district cooperators, and publicity chairmen.

The first responsibility that rests upon these officers is the selection of a county-wide project. Each county adopts a major project which is acceptable to the majority of the women in the county. After the project is adopted the next step is to write the project and to give it wide publicity. This is done through each township committee in each county. (By the way, a township committee consists of the township project leader, the publicity chairman, and 9 school district cooperators, one for each 4 square mile.) Each of these committees holds meetings and makes a careful study of the project and the steps that must be taken in preparing for the project. The success of the work depends largely upon the thoroughness of this preparation by township committees.

Publicity is an important factor at this stage. Each township publicity chairman is responsible for obtaining the publication of convincing news items concerning the project to be undertaken.

As the project progresses, the regular, definite system of obtaining reports from each training school center is a positive means of creating interest through the establishment of a spirit of contest between townships in the county and between counties. The report system provides data for constructive publicity. These reports are carefully checked and as a result, counties are given additional organization aid where needed. The "blue sheet" is an important member of the report system. This gives the final history of the project. It is attached to the office copy of the project and kept on file for reference.

The training-school method develops active leaders who believe in the work so thoroughly that they, both consciously and unconsciously help to spread interest, county-wide in scope.



In connection with the project, township and county achievement days, poster contests, county fair exhibits and State fair exhibits have much to do with the development of the county-wide interest. Almost all counties hold achievement days after the project is completed. Some of the stronger counties have successful achievement days in each township. All these activities lead to county-wide interest because they promote a feeling of personal interest and a sense of part ownership in the big program and the benefits derived from that program.

### Standards of Work and Maintenance of Personnel

Essie M. Heyle, Missouri

In preparation for this discussion a questionnaire was sent to home demonstration leaders in the 13 Central States represented in this conference. Replies from 10 of these have been tabulated. Since the topic assigned is a rather large one an effort will be made to confine the discussion to the particular problem submitted.

#### Qualifications for home demonstration agents.

All the States answering the questionnaire require that their home demonstration agents have a bachelor's degree, one preferred a master's degree, but none as yet are requiring it; Four of the 10 require that the candidate have lived on a farm, and one stated that the candidate must be acquainted with farm conditions. Uniformity in the answers to the questionnaire in regard to age preference and experience was interesting. Eight of the 10 stated 25 years and one 24 as the preferable minimum age. Four gave the maximum age as 35 or under, whereas one gave 40 as the maximum. There was a time when those in administrative positions were recommending as the ideal extension worker the mature experienced home maker. There is no doubt that many of these made excellent home demonstration agents, but extension work more than practically any other work a woman may enter calls for courage, enthusiasm, idealism, and faith in the value of the work she is giving and the willingness of others to serve for a common cause. It needs the younger person who has had a little experience and has maturity of judgment but who still has faith that she can reform the world. We have repeatedly found that the younger woman who is a bit naive and does not perhaps clearly see the work of the busy farm woman's way and does not therefore hesitate to ask her to contribute her share to the community's development, is successful in obtaining a larger number of leaders and in getting these leaders to contribute their share toward the extension program. Vision is, of course, the necessary qualification, but youth's vision is often less clouded.

The consensus of opinion among the State leaders seems to be that a little experience is necessary. Three years or less was the amount stated as expected. Although it is true that extension work is teaching of the highest order and that the best possible educational methods should be used, too long an experience in the classroom may result in a certain

rigidity of mind which is apt to make the extension worker's presentation too academic and formal, and occasionally gives her a pedagogic manner to which farm people do not respond. While this does not inevitably result, I believe that the majority of those in administrative work have found that it takes longer for those persons who have taught a number of years to adjust themselves to extension work than it does for those who have had only a short teaching experience. One State leader mentioned the need of experience in successful home management, and another mentioned social work in addition to teaching as desirable experience for prospective agents. I think there can be no question as to the desirability of both of these types of experience.

Under the heading special training and experience were mentioned public speaking, journalism, rural sociology, general agricultural courses, and experience in boys' and girls' club work or home-makers' clubs. None mentioned educational courses. Doubtless the majority of State leaders expect or require such training and experience. In addition, I am sure that many leaders fully satisfy themselves that the prospective candidate can handle the technique and management problems involved in the various phases of home making through actual experience. Unfortunately no question was asked in regard to the most important factor in the success of an extension worker, namely that of personal qualifications. Radiant health, as well as courage, enthusiasm, initiative, faith, vision, ability to plan, and the other qualities of leadership which Mr. Ramsower brought to our attention so well in Chicago are all involved in this problem of whether an individual has the qualifications needed by a home demonstration agent. It is often possible to judge whether an applicant from one's own State college has some of these qualifications by learning of her success as a leader in student undertakings. Doubtless most of us could make a more serious attempt than we do to find out how successfully our prospective candidates have contributed to the community life during the year or more that they have taught. In my own case my information on this subject is based entirely upon what the candidate tells me in a personal interview.

#### Academic rank.

Only one of the 10 states gives any academic rank for home demonstration agents, whereas seven give academic rank to State specialists and home demonstration leaders. Although rank means far less to the extension worker than it does to the academic faculty person, it seems worth while to make an effort to obtain rank for agents as well as State extension workers as a recognition that the work of the extension man or woman is of equal value and importance with that of resident teachers. Because of the contact of the extension worker with thousands of citizens who never see the State university or State college of agriculture, they, far more than the resident professors, interpret to the people of the State the standards of these State institutions. For this reason it is important that extension workers be carefully selected and that they be given the recognition which is conferred upon other members of the faculty.



The recognition of extension workers involves not only the conferring of academic rank, but the granting of sabbatical leave when this is granted to other members of the faculty. As nearly as could be understood from the questionnaires, at least three of the 10 States allowed sabbatical leave for study or travel, to State workers. In Missouri, we expect to give such leave to agents, but the case has not been tested as yet. Our home management project leader, who has been on the State staff three years and was a county agent four years, was granted sabbatical leave. North Dakota indicated that half-pay is allowed home demonstration agents for study. Minnesota's plan of granting two weeks' vacation for summer school study in addition to the four weeks' usual vacation must be a satisfactory arrangement for those agents who feel the need of additional study, as most agents do, and are not entitled to sabbatical leave. Nebraska indicated that they allowed attendance at a six weeks' course of summer school, but did not state whether this was with or without pay.

#### Tenure of office.

The problem of turnover among extension workers and of interesting the right type of woman in extension work, were suggested by Miss Price as points which should be discussed at this time. In order to decide whether we really did have a problem in connection with the turnover of home-economics extension workers, I asked the State leaders to go back six years and find out how many workers they had had during that period and how many had resigned from different causes. A six-year period was chosen because it was felt that by 1920 home demonstration work would be somewhat stabilized after the war expansion period. I am happy to say that the figures, although doubtless not entirely accurate, show that we can be proud of our ability to hold women in State home-economics extension work and probably should not be worried by the turnover of home demonstration agents. Of the 209 different State workers employed during the six-year period, only 95 women or 45 per cent resigned. Of the 388 home demonstration agents, 212 resigned, or 74 percent. The teaching staff in our Missouri high schools renews itself approximately every six years, or there is a turnover of 16 to 17 per cent each year. In our smaller high schools the average tenure of a high-school teacher in a town is two years, and the smaller the town the shorter period do teachers stay. I have not been able to get figures on the tenure of service of college teachers, but since conditions of living which the home demonstration agent usually finds at the county seat are similar to those which many of our high-school teachers meet, a comparison with high-school teachers is probably fairer than that with college teachers.

#### Causes of resignation.

Of the causes listed for resignation, two groups have been made. Those causes over which State leaders have no control or would not exercise such control if they could, are listed together and these constitute 38 per cent of the resignations of home demonstration agents and 41 per cent of the resignations of State workers. These per cents are based on the total number resigning and not upon the total numbers in the service. In

this class, of course, marriage heads the list. Thirty-one per cent of all home demonstration agents resign to be married and 37.9 per cent of State workers. We are happy to find that at least one extension worker has been able to retire.

The second general classification under the heading "Total leaving from causes probably attributable to work," includes a rather miscellaneous group of causes. These were grouped together because it was felt that these causes probably were ones over which the State leader might have some control. If we have to ask agents to resign because of inefficiency it may be that we have used poor judgment in allowing these women to enter the extension field or else that they have had insufficient training in extension methods before entering it or inadequate supervision. I am happy to say that during this six-year period only 2 per cent of home demonstration agents resigned for this cause and 1 per cent of State workers.

Nine or 4 per cent home demonstration agents and 12 or 13 per cent State workers resigned because of their health. It may be that these workers were not strong when they entered the service, but it is certain that extension work is a greater drain on physical strength than many other kinds of work. I meet many extension workers who are anticipating that their health is going to break and that they must give up extension work. State leaders should certainly take every precaution to safeguard the health of their workers by encouraging them to have sane schedules with enough time for rest and recreation. It must be recognized that extension workers are not human machines, with adopted practices being ground out of the extension machine they manipulate, but persons with physical limitations and personal lives which must be satisfying to them. We talk a great deal about getting the farm woman to recreate, but I have had visiting extension workers marvel that members of our staff take time to swim or play golf occasionally and are not required to keep rigid office hours. A county or State extension worker who has been to a night meeting and thus added four or five hours to her working day should not be expected to be in the office early the next morning. Those who travel on Sunday should have week-day time for rest and meetings and hours per day in the field should be limited. The extension worker can be trusted to put in more time than she should.

There were 46 home demonstration agents or 21 per cent, and 24 State workers or 25 per cent, who left extension work to take up some other kind of work. Next to marriage the greatest number left for this reason. Doubtless a large number of these persons went into commercial positions, as these are opening in increasing numbers, and extension workers are better qualified to fill these positions than teachers. Miss Rowe tells me that such positions pay \$2,000 to \$5,000, with under \$3,500 as the average, but that women do not enter such positions for the salaries but for the love of the work. From the figures in the questionnaire it is probable that there is no salary inducement for the women to enter vocational home-economics high-school teaching. The salaries of home demonstration agents are higher even when figured on a period of service equal to that of the school year. Four States reported that they were buying cars for at least some of their county home demonstration agents. Even if they do not, however, a mileage

of 8 cents will usually take care of the cost of a Ford car, so that I have not deducted anything from the home demonstration agent's salary for the expenditure which she may have to make for a car. Only three home demonstration agents and five State workers are listed as having gone into the teaching field. This does not mean that this was all that there were, however, because this question was not specifically asked. Certainly there are many who do not mind the monotony of the classroom, who like to have their work laid out each day step by step and who do not enjoy the challenge offered by extension work, and such persons do well to take up teaching. In some cases those temperamentally suited to planning and executing extension programs may have to give it up because of their health, or family responsibilities, which prevent them from being away from home as much as most extension workers are.

Actual dissatisfaction with the job as listed in the questionnaire was the cause of 16 home demonstration agents or 8 per cent, and seven State workers, or 7 per cent, resigning. Perhaps an analysis of this cause would include the following:

- (1) Short vacation and long hours.
- (2) Isolation of workers from others doing same type of work and from interesting companionship. (It was noted above that the turnover among teachers in high schools was greater in smaller towns than in larger ones.)
- (3) Limited opportunity for advancement, and unsatisfactory schedule of salary increases. (Eight of the 10 States reported that their salary increases were unsatisfactory, 9 that they have no definite system for such increases.)
- (4) Lack of definiteness of job combined with insufficient training and supervision of work. To illustrate this, leaders need only to think back over their own experience to realize the changes in theory in regard to the best methods of conducting the work, making programs, changes in nomenclature, and records. To many persons this would only make the job more interesting, but to those who like to know exactly what is expected of them and to have a well-worked out procedure for action, this lack of definiteness is a real obstacle. I met a former extension specialist at Chicago, who after she came from the conference of extension workers which she had been visiting, remarked to me: "Ten years ago when I entered the extension field, extension work was trying to find its place in the sun and apparently it has not yet found it." She represented the intelligent type of women who was dissatisfied from a cause inherent in the job itself. To every extension worker come moments of discouragement when all of her efforts seem not worth while. I thought of the extension worker when I glanced through a little article called "Cheers and Jeers" in the Better Crops Magazine for April. The writer states that "All men who create something where nothing was before, are artists and should be treated as such. The salesman who creates business - who gets the name on a dotted line where there was none before - is an artist in his way and has many of the temperamental attributes which are at once the curse and the blessing of the creative mind. He who organizes a lot of rough folks into a smooth run-



ning machine is an artist. How is he different from the architect who rapidly sketches from a mental picture a beautiful cathedral with all its parts?" The article is a plea for praise and enthusiasm, for cheers instead of jeers. There is no doubt that more time and effort spent by the home demonstration leader in trying to understand the problems of the workers whom she supervises and praising their efforts would increase their morale and do away with some of the dissatisfaction which agents may get from working alone on a local problem with conditions peculiar to itself, particularly when they get criticism without sufficient constructive help from the central office. Only six States reported courses in extension methods given at their college. Doubtless some States have used the apprenticeship method of training agents. Missouri has used it for four workers.

I am sure that no worker interested in her work, and I believe that 99 per cent of our workers belong in this class, objects to long hours and short vacations, if she keeps physically fit and has a satisfying social life. Dissatisfaction creeps in inevitably, however, when workers do not have interesting companionship with people of their own kind, a comfortable, attractive place in which to live, and an opportunity occasionally to hear good music, good lectures, and plays. When any of our agents have to live in towns which do not afford opportunity for a personal life which is satisfying to them, they should be transferred if possible, and every effort should be made to provide them with at least a month's vacation. Six of the 10 states reporting are already providing four weeks' vacation for all their agents.

Perhaps many who left extension work because the work was discontinued were happy as extension workers and would have been glad to have continued in it. It was listed as one of the causes probably attributable to work itself because the lack of permanency of county-agent work is a reason given by many for not entering the field and for getting out of it when a good opportunity presents itself. Most of us are finding that the method of financing the work through membership dues in local organizations, is a difficult one. In an increasing number of places county courts or county commissioners are being educated to the value of the work so that they are giving increased and regular appropriations. So long as the appropriation, however, is in the hands of elected officers, there will be some insecurity about adequate appropriations. It would seem to me that a study of the laws of various States governing appropriations for extension work to determine the best plan for obtaining regular, adequate county appropriations, and the concerted action within a State of all those interested in extension work to obtain the passage of the best type of law, would make extension work a more appealing field of endeavor.

As part of this discussion it was suggested that the problem of how to interest worth-while women in extension work should be taken up. Commercial concerns are increasingly standing back of the general idea that satisfied customers are the best advertisement. If a State has extension workers happy in their work, and a State leader who can honestly

say to graduating home-economics classes: "Those of you who like people, who enjoy planning things yourself and carrying those plans out, can find no more fascinating and satisfying work than extension work;" she will find that the enthusiasm and satisfaction in the work of those already in the service will be the best means of attracting others. There will, of course, always be the problem of sorting out from those who want to enter the field, those who are peculiarly fitted for it, and probably this number will never be large. In addition there must be adequate publicity of the work on the campus and in the State and all of those factors which are probable causes of dissatisfaction with extension work should be studied and removed as speedily as possible.

#### Efficient Supervision of Home Demonstration Agents

Myrtle Weldon, Kentucky

The job of supervision is a definite, constructive, creative one in which the State leader directs the development of adult home-economics education in the State by helping to analyze needs, set goals, develop long-time programs, check results, formulate policies, and interpret adult education to the county worker and county group.

With this point of view, let us consider the activities in which the alert efficient State supervisor will participate. The State leader might well be called a "general specialist." The home demonstration agent is a home-economics trained woman. With her many activities in a county, she can not be a specialist in all phases of her work. She may, however, call on the subject-matter specialist whose contribution is primarily along lines of her specialty.

There are other phases of the work in the county for which the well-prepared home-economics person has little and often no training. It falls upon the State leader to give assistance in these phases of the work.

#### Organization.

The home demonstration agent may be a potentially good organizer but often lacking in experience. The State leader is constantly giving the extension organization constructive thought and is in a position to help in perfecting the details of organization. It would be very helpful to the agent for the State leader to attend an organization meeting to give a demonstration in organizing a county community.

#### Training for administrative leadership.

The county organization becomes strong only when its administrative officers have the willingness to assume the responsibility of their offices and are sufficiently informed to do so with confidence. The State leader is often the only available specialist to help in the development and training of administrative leadership. This training includes instructing chairmen



of county and community groups in the functions of their offices in the conduct of meetings; the instruction of membership chairmen in the keeping of records; the maintaining and increasing of membership; the instruction of secretaries in the keeping of minutes and other records; and the writing of publicity.

#### Office organization and management.

Here, again, the average home-economics trained person is uninformed. The State leaders may contribute to the effectiveness of the county worker by helping her simplify the routine work of the office. The provision of a good filing system, a well-organized desk, well-made plans for keeping records, devices for simplifying office work, are the responsibility of the efficient supervisor.

#### Publicity.

The home-economics trained person has had little training or experience in the means and methods of publicity. There is nothing so difficult to sell as ideas and no commodity gets so little publicity. The home-economics extension supervisor needs to make a special study of publicity. Fairs, exhibits, achievement days, tours, window displays, posters, are all primarily publicity devices. Possibly one visit to the county each year might well be spent in outlining plans for publicity. Plans should be made to give the home demonstration agents instructions in writing newspaper publicity. The State leaders might conduct training schools for a county publicity committee or, better still, obtain more highly trained persons to conduct such schools.

#### Program building.

Since the State leaders are directly concerned with the development of adult education in the State, they need to be specialists in program planning. A program is vital in so far as it meets the needs and interests of the people. To discover needs, it is often necessary to obtain certain data. The State leader needs to be a specialist in gathering and analyzing data. She needs to keep her point of view fresh and growing, by going out into the community occasionally to conduct a program-planning discussion, not for the purpose of planning a program for the women, but to get from them the greatest possible contribution and to help them translate their needs into a vital program. She should attend county program-planning meetings for this same purpose.

#### Cooperation with other agencies.

There are many phases of the home-economics extension program which are identical with the program of other agencies. Far-reaching results may be accomplished by wholesome cooperation. The State leader may contribute largely to the possibility of such cooperation by making contacts within and without the county. By establishing friendly cooperative relationships with



certain State departments, by outlining the basis of cooperation, cooperative relationships with their county representatives may be obtained.

#### Development of attitudes of mind.

The State leader is a propagandist in the highest sense of the word. As she goes from county to county, in conference with home demonstration agents, in meetings with either local groups or county advisory or executive groups, she may create and develop interests, and attitudes of mind that are very far-reaching in directing the trend of the extension program.

#### Vision of home-economics extension program.

The home demonstration agent, of necessity, "has her nose pretty close to the grindstone." She often loses sight of her progress in reaching her long-time goals in her discouragement over falling short of some of her immediate goals. The State leaders who are in close touch with the work, the women, and local conditions may often have a more sane perspective of the situation and can help the agent keep her vision of the job in terms of her long-time goals.

It is sometimes difficult for the agent to find her place and real function in the county, to know how to divide her time between the various phases of her work, how much to expect of her leaders, how much she should do herself, what is essential and what is relatively unimportant, in what way she can make the greatest permanent contribution to better home making in the county.

#### Analysis of results.

This brings up the matter of reports. It should be the aim of the supervisor to help make reports a real record of progress in reaching long-time goals. What often happens is that the agent is told she must make a report; she writes something at the end of the month, breathes a sigh of relief when it is over and never hears from it. State leaders should help the agent to see the real function of reports as a means of checking results with goals, a permanent record of achievement, and a basis for building a new program. If the State leader will carefully read reports and will write back to the home demonstration agent about them she will do much not only to stimulate interest in keeping better records but in doing better work. The State leader who is in close touch with the program in a county can always find something constructive to say. Time can be profitably spent in helping a new agent get the right idea about reports.

#### Questions

(1) How often should a State leader visit a county?

Local conditions, development of organization, experience of home demonstration agent, and many other factors will determine this. Under

all circumstances, the State leader should visit the county frequently enough to maintain real vital relationships with the agent, women, and cooperators. Her contribution to the development of adult education will amount to little if she is a mere figurehead, sitting in an office, making plans on paper, which will soon become stale without frequent contacts with the problems in the county. Maybe every two or three months is enough. Certainly once or twice a year is insufficient.

- (2) How should she spend her time, in office conference with agent, visiting community groups, meeting with county advisory councils and executive boards, and county committees?

It is a mistake for the State leader to lose all contact with the community group which is the real working group in the county. It is a mistake for her to get entirely out of practise in doing what the agent is constantly doing. She should make it part of her plan to meet occasionally with a community group for some certain purpose, organizing a new group, helping to plan a program, or some other definite piece of work.

Time spent with the county committees is far-reaching and offers excellent opportunity to contribute to policies and to create attitudes.

Time spent with the agent in conference, making plans, talking over problems, and checking results is invaluable. It is advisable at the beginning of the year to make plans which will include all these types of work in the county. Such plans might include:

- (1) Plans for publicity.
- (2) Officers' training school.
- (3) Program-planning meetings.
- (4) Organization of new communities.
- (5) Annual county meetings.
- (6) Membership work.
- (7) Office organization and management.
- (8) Special activities such as tours, fairs, exhibits, and camps.
- (9) Achievement days.

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